

May 15, 2013

To: Governing Board

Subject: Proposed Fiscal Year 2014 Business Plan and Budget

Recommendation

In accordance with the Executive Board's recommendation, approve Foothill Transit's Fiscal Year 2014 Business Plan and Budget.

Analysis

The Business Plan and Budget development process provides an opportunity to review Foothill Transit's current and planned financial status in relation to goals and objectives. In order to facilitate this process, a final draft business plan and budget have been developed which incorporates overall goals and supporting action steps. Also included in the document are Fiscal Year 2013 accomplishments, a budget summary and departmental budget summaries.

Foothill Transit is required annually to submit a balanced budget and a Short Range Transit Plan (SRTP) to the Los Angeles County Metropolitan Transportation Authority in order to receive subsidy funds. Both documents have been incorporated into a single Business Plan and Budget document for the organization. In addition, the document incorporates the organization's 15-Year Financial Outlook.

The Fiscal Year 2014 Business Plan and Budget document is provided in **Attachment A**. It was developed with the organization's mission as its central focus. The mission of Foothill Transit is to be the premier public transit provider committed to safety, courtesy, quality, responsiveness, efficiency and innovation. Supporting this mission, the primary goals of Foothill Transit are to:

- Operate a safe transit system;
- Provide outstanding customer service;
- Operate an effective transit system; and
- Operate an efficient transit system.

Goals and performance measures tied to each of the four goals listed above have been incorporated into the plan to ensure that Foothill Transit's resources are focused on achieving its mission. In order to fulfill its mission and meet its goals, Foothill Transit's proposed Business Plan and Budget document includes detailed initiatives. Over the next year, the proposed business plan will allow Foothill Transit to advance the key agency-wide initiatives listed below:

 Bus Replacement Project – This year 64 new 42-foot CNG coaches will be delivered to Foothill Transit. These buses will be equipped with standardized passenger amenities that include high-back, reclining seats, individual overhead

Governing Board Meeting



Governing Board Meeting – 5/15/13 Proposed Fiscal Year 2014 Business Plan and Budget Page 2

reading lights, and luggage racks. These coaches will replace the last remaining diesel-fueled coaches in Foothill Transit's fleet.

- System Performance In the upcoming year, a series of service enhancements
 are proposed for implementation. These will both improve systemwide on-time
 performance through running time adjustments and reduce customer wait times at
 bus stops by increasing service frequency.
- Electric Bus Program Procurement of additional Ecoliner zero emissions electric buses is planned for the upcoming year. These buses will operate alongside the current three Ecoliners in operation on Line 291, making Line 291 Southern California's first fully electric bus route.
- ESMS at Pomona The Environmental and Sustainability Management System (ESMS) will be carried over to the Pomona Operations and Maintenance Facility in the upcoming year. This program, currently implemented in Arcadia, mitigates the environmental impacts of our daily operations.
- College Pass Program Carrying on the success of the Rio Hondo and Pasadena City College student ridership programs, Foothill Transit will pursue similar type programs with the major colleges and universities throughout the San Gabriel and Pomona Valleys.
- San Gabriel Valley Park & Rides Several Park & Ride facilities are in varying stages of development in the San Gabriel and Pomona Valleys to address the needs of Foothill Transit's commuting customers.
 - The Industry Park & Ride is slated for completion in early September 2013 and plans for a grand opening ceremony and unveiling are underway.
 - Pending approval of the required California Environmental Quality Act (CEQA) document by the City of Azusa and the National Environmental Policy Act (NEPA) document by the Federal Transit Administration (FTA), design plans for construction of the parking structure and an Invitation for Bid (IFB) for construction will be completed.
 - Upon receipt of a response by the City of West Covina from the California Department of Finance (DOF), the preparation and development of the required Environmental Impact Report (EIR) will begin.
- Legislative Advocacy Foothill Transit will maintain the strong relationships we
 have developed with our current federal and state legislative delegation members
 and their staff. We will begin developing relationships with our newest delegation
 members resulting from the 2010 census redistricting.
- Website Redesign A successful online presence is governed by myriad invisible, but complicated technologies that must be responsive to changes in visitor habits



Governing Board Meeting

Governing Board Meeting – 5/15/13 Proposed Fiscal Year 2014 Business Plan and Budget Page 3

while incorporating key elements of intuitive navigation design and layout. The exponential growth in the dominance of multi-panel access (smartphones, tablets and laptops) and the changes in user interface trends require a complete redesign of Foothill Transit's core website technologies in order to make key customer information easily accessible across multiple platforms. The FY 2014 redesign will also include the creation of a Foothill Transit smartphone app.

• 25th Anniversary – Foothill Transit will reach its 25th anniversary in December of 2013. This silver anniversary presents an opportunity to celebrate the agency's successes with customers while providing a platform for Foothill Transit to outline its future initiatives.

At their meeting on April 19, 2013, the Foothill Transit Executive Board reviewed the Business Plan and Budget. The Executive Board recommends that the Governing Board approve the proposed Business Plan and Budget for Fiscal Year 2014.

Financial Impact

Foothill Transit's proposed FY 2014 budget is balanced between revenues and expenses with an estimated \$74.7 million operating budget and a \$34.2 million capital budget, for a total budget of \$108.9 million. The Fiscal Year 2014 Business Plan targets a farebox recovery ratio of 25.83 percent.

Revenue projections are based on annual "funding marks" developed by the Los Angeles County Metropolitan Transportation Authority (Metro). The Business Plan includes estimated funding allocations from Metro for Fiscal Year 2014, including Municipal Operator Service Improvement Program (MOSIP) funds. The Metro Board took action in 2008 that extended that funding source indefinitely. This is one of Foothill Transit's primary sources of local matching funds for federally funded capital projects.

The agency's capital revenues are comprised primarily of Federal Section 5307 formula funding, Proposition 1B funds and MOSIP funds. Another key source of capital revenue is \$2.7 million of Volumetric Excise Tax Credit on compressed natural gas.

Sincerely,

Kevin McDonald

Deputy Executive Director

Attachment

Doran J. Barnes

Executive Director

FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET PROPOSED - MAY 2013

Foothill Transit Going Good Places

GOVERNING BOARD

CLUSTER 1

Claremont

Councilmember Corey Calaycay Councilmember Sam Pedroza, Alternate

La Verne

Mayor Pro Tem Robert F. Rodriguez Councilmember Charles A. Rosales, Alternate

Pomona

Councilmember Paula Lantz Mayor Elliot Rothman, Alternate

San Dimas

Mayor Pro Tem Emmett Badar

Councilmember John Ebiner, Alternate

Councilmember Antonio Cartagena Mayor Pro Tem Tom King, Alternate

CLUSTER 2

Azusa

Councilmember Keith Hanks

Councilmember Edward J. Alvarez, Alternate

Baldwin Park

Councilmember Marlen Garcia

MayorManuel Lozano, Alternate

Councilmember Peggy A. Delach

Councilmember John C. King, Alternate

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Councilmember Doug Tessitor

Mayor Gene Murabito, Alternate

Irwindale

Councilmember Manual Garcia

Councilmember Mark Breceda, Alternate

West Covina

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CLUSTER 3

Arcadia

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Bradbury

Councilmember Richard G. Barakat

Councilmember Richard T. Hale, Alternate

Duarte

Councilmember Tzeitel Paras Caracci

Councilmember Phil Reyes

Monrovia

Councilmember Becky Shevlin Mayor Mary Ann Lutz, Alternate

Pasadena

Vice Mayor Margaret McAustin Mayor Bill Bogaard, Alternate

Temple City

Mayor Pro Tem Cynthia Sternquist Councilmember Fernando Vizcarra, Alternate

CLUSTER 4

El Monte

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Councilmember Victoria Martinez, Alternate

Diamond Bar

Mayor Jack Tanaka

Councilmember Carol Herrera, Alternate

Industry Mayor Jeff Parriott

Mayor Pro Tem Tim Spohn, Alternate

La Puente

Councilmember Violeta Lewis

Councilmember Charlie Klinakis, Alternate

South El Monte

Councilmember Hector Delgado

Councilmember Willhans A. Ili, Alternate

CLUSTER 5

County of Los Angeles

David C. Rodriguez (Representing Supervisor Don Knabe)

Michael De La Torre

(Representing Supervisor Mike Antonovich)

Pat Wallach

(Representing Supervisor Gloria Molina)

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Michael De La Torre, representing Supervisor Mike Antonovich, Alternate

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Executive Board Vice Chair

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Board Member

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MARGARET MCAUSTIN

Board Member Cluster 3 - Pasadena

Becky Shevlin, Monrovia, Alternate

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Doran J. Barnes

Executive Director

Kevin O. McDonald Deputy Executive Director

Sharlane Bailey

Director of Facilities

Jaime Becerra

Director of Safety and Security

Roland Cordero

Director of Maintenance and Vehicle Technology

Felicia Friesema

Director of Marketing and Communications

LaShawn Gillespie

Director of Customer Service and Operations

Richard Hasenohrl

Director of Finance

Donald Luey

Director of Information Technology

Bobby Magee

Director of Procurement

Joseph Raquel

Director of Planning

David Reyno

Director of Government Relations

EXECUTIVE SUMMARY	5
OVERALL SYSTEM STATISTICS	6
ACCOMPLISHMENTS FOR FY 2013 AND INITIATIVES FOR FY 2014	7
BUDGET ORGANIZATION	7
SERVICE SUMMARY	8
AGENCY HISTORY	9
STRUCTURE	10
FOOTHILL TRANSIT FLEET	11
FOOTHILL TRANSIT FACILITIES	11
SERVICE CHANGES THROUGH FY 2016	12
FY 2013 ACCOMPLISHMENTS	13
OVERALL SYSTEM STATISTICS	14
MAJOR ACCOMPLISHMENTS IN FY 2013	16
FY 2014 INITIATIVES	18
OVERALL SYSTEM STATISTICS	19
FY 2014 GOALS AND TARGETS	20
MAJOR INITIATIVES FOR FY 2014	22
AGENCY FUNDING AND OPERATING BUDGET	24
FUNDING SOURCES	25
OPERATING REVENUES	27
OPERATING EXPENDITURES	28
CHANGES IN THE FY 2014 BUDGET	29
CAPITAL BUDGET	30
CAPITAL REVENUE	30
CAPITAL EXPENDITURES	31
CAPITAL CARRY OVER	31
DEPARTMENT BUDGETS	33
CUSTOMER SERVICE AND OPERATIONS	34
MAINTENANCE AND VEHICLE TECHNOLOGY	36
MARKETING AND COMMUNICATIONS	38
PLANNING	41
TRANSIT STORES	43
SAFETY AND SECURITY	45
INFORMATION TECHNOLOGY	47
ADMINISTRATION	49
PROCUREMENT	51
FINANCE	53
FACILITIES	55
FINANCIAL OUTLOOK	59
FINANCIAL OUTLOOK	60
15 YEAR OUTLOOK	63



FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Foothill Transit's FY 2014 Business Plan incorporates the organization's Budget and Short Range Transit Plan into a single document. The Business Plan projects that Foothill Transit will operate 738,300 vehicle service hours in FY 2014. This figure includes service that is proposed to be added to improve schedule adherence and decrease customer wait time at stops. FY 2014 vehicle service hours represents an increase of 6.5 percent over FY 2013 service levels.

The agency's FY 2014 operating cost, budgeted at \$72.8 million, represents a 9.3 percent increase over Fiscal Year 2013 projections, and is 5.6 percent higher than the budgeted FY 2013 amount. The primary drivers in the increase are the inclusion of a number of service enhancements proposed for implementation in early FY 2014; procurement of professional services and the performance of a Comprehensive Operational Analysis (COA); implementation of a real-time customer information system; and a conservative budget for fuel, including the added fuel cost associated with the proposed additional service. Overall, front line operations account for 84.5 percent of Foothill Transit's total operating cost.

Foothill Transit's FY 2014 fare revenue projection is \$18.8 million and represents essentially flat revenues compared to projected FY 2013 levels.

The state's current proposed budget includes funding to the State Transit Assistance (STA) fund for Fiscal Year 2014. Foothill Transit's Volumetric Excise Tax Credit revenues have been budgeted as a source of capital funding in FY 2014 now that the legislation that authorizes that funding source has been approved.

Foothill Transit will remain keenly focused on safety, customer service, efficiency and innovation and a number or capital and operating programs in line with this focus will be underway this year. Among these are the development of Park & Ride facilities within the San Gabriel and Pomona Valleys and the implementation of a number of service enhancements designed to improve our customers' day-to-day experience with our service.

Adhering to our mission statement will continue to guide planning and day to day operations as we advance Foothill Transit's mission into and through the coming year.

MISSION STATEMENT

The mission of Foothill Transit is to be the premier public transit provider committed to safety, courtesy, quality, responsiveness, efficiency and innovation.



OVERALL SYSTEM STATISTICS

This chart shows a comparison of Foothill Transit's overall system performance for FY 2012, the projected performance for FY 2013, and the targeted performance goals for FY 2014.

Overall System Performance	Passenger Boardings	Fare Revenue	Vehicle Service Hours	Operating Expense
FY 2012 Actual	13,863,247	\$18,496,259	671,603	\$61,765,201
FY 2013 Target	14,000,000	\$18,450,000	695,000	\$68,956,000
FY 2013 Estimate	13,914,835	\$18,774,640	692,950	\$66,584,680
FY 2014 Target	14,100,000	\$18,800,000	738,300	\$72,792,400

Goal	Indicator	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.52	0.60	0.60	0.60
	Complaints per 100,000 Boardings	10.85	10.5	10.25	10.25
Provide Outstanding	Schedule Adherence	84.1%	90%	77.5%	90%
Customer Service	Average Hold Time	0:32	0:45	0:42	0:45
	Miles between Service Interruptions	28,801	15,000	17,785	15,000
Operate an Effective	Boardings per Service Hour	20.6	20.1	20.1	19.1
Transit System	Average Weekday Boardings	46,075	46,000	48,618	49,250
Operate an Efficient Transit	Average Cost per Vehicle Service Hour	\$91.97	\$99.22	\$96.09	\$98.59
System	Farebox Recovery Ratio	29.95%	26.76%	28.20%	25.83%

ACCOMPLISHMENTS FOR FY 2013 AND INITIATIVES FOR FY 2014

FY 2013 ACCOMPLISHMENTS

INITIATIVES

FY 2014

Real Time Customer Information

ISO 14001 Certification

Website Update

San Gabriel and Pomona Valley Park & Rides

Zero Emissions Bus Project

30/365 Bus Replacement

Bus Replacement Project

System Performance

Electric Bus Program

ESMS at Pomona

College Pass Program

San Gabriel and Pomona Valley Park & Rides

Legislative Advocacy

Website Redesign

25th Anniversary Campaign

BUDGET ORGANIZATION

Service Summary: Information about Foothill Transit's history, the services that are currently provided to the community, and proposed service changes.

Fiscal Year 2013 Performance Indicators and Initiatives: Foothill Transit's initiatives for Fiscal Year 2013 in greater detail and as measured by performance indicators.

Fiscal Year 2014 Performance Indicators and Initiatives: Foothill Transit's targeted performance for several key indicators and agency-wide initiatives for Fiscal Year 2014.

Agency Funding: Foothill Transit's operating and capital budget for Fiscal Year 2014.

Departmental Summary: Departmentalized operating budgets, including department-specific initiatives for Fiscal Year 2014.

15-Year Financial Outlook: This section looks ahead and examines the agency's funding future and budget trends.



FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET SERVICE SUMMARY

AGENCY HISTORY

Foothill Transit was created in 1988 as a unique joint powers authority following the Southern California Rapid Transit District (RTD) announcement of service cuts and fare increases that would negatively impact the San Gabriel Valley. The Los Angeles County Transportation Commission (LACTC) approved Foothill Transit's application to assume operation of 14 lines which were operated by the RTD and was tasked by community leaders to provide superior public transportation while reducing costs and improving local control. Its leadership is comprised of elected representatives of 22 member cities in the San Gabriel and Pomona Valleys and three appointees from the Board of Supervisors of the County of Los Angeles.

Foothill Transit's service began in December 1988 with operation of two fixed-route bus lines absorbed from RTD - Lines 495 and 498. The remaining 12 lines approved by the LACTC were shifted to Foothill Transit operation over a period of five years. The new agency also assumed administration of the Bus Service Continuation Project and began providing service on an additional six lines that were abandoned by the RTD. Analysis of regional transit needs modified existing lines, increasing weekday service, introducing new weekend service, and creating brand new service to connect communities.

In Fiscal Year 2013, Foothill Transit now operates 33 fixed-route local and express lines, covers over 300 square miles in eastern Los Angeles County, and serves approximately 14 million customers each year. This number is up from 9.5 million at the time of Foothill Transit's original application.

At its inception, Foothill Transit relied on contractor-provided operations facilities to maintain its growing fleet. Foothill Transit opened its first agency-owned operations facility in Pomona in 1997. A second facility in Arcadia completed construction in September 2002. And in 2007, the administrative offices moved from leased property to its current address at 100 South Vincent Avenue in West Covina. This purchase of the administrative building enabled the investment of capital dollars to offset ongoing operating costs associated with the lease of the previous office space.

Foothill Transit began converting its diesel-fueled fleet to compressed natural gas in 2002. As of the publication of this business plan, fleet conversion is approaching 100%. Buses are currently on order to replace the remaining diesel powered coaches.

Agency growth continued and in 2007, Foothill Transit launched the region's first cross-valley, high occupancy bus service - the Silver Streak. Covering approximately 40 miles - from Montclair to Grand and Olympic in downtown Los Angeles - the Silver Streak route spends about five percent of its total trip time on surface streets, utilizing freeways and HOV lanes for quick commuting between designated station stops, mimicking the efficiency and speed of light rail. The Silver Streak was also the first public transit service in Southern California to offer customers free mobile WiFi service on all 30 of its 60-foot articulated buses. WiFi service was discontinued in early 2009 due to smart phone advancements and looming operating budget cuts from the state.

Continuing its commitment to adopting low emissions technology, the agency took a bold step in 2010 with the implementation of the first-of-its-kind all-electric, zero-emissions Ecoliner. Funded through the American Recovery and Reinvestment Act of 2009 (ARRA), these vehicles are the first all-electric, heavy duty public transit buses ever to utilize in-route

Foothill Transit Going Good Places

fast charging capability, enabling them to remain in service throughout the day without having to leave the route to be charged before returning to service. Foothill Transit received a \$10.2 million TIGGER II grant in early 2011 to expand the Ecoliner program. This funding will enable the purchase of nine more electric vehicles for use on Line 291, making it the first all-electric, zero-emissions bus line in the county.

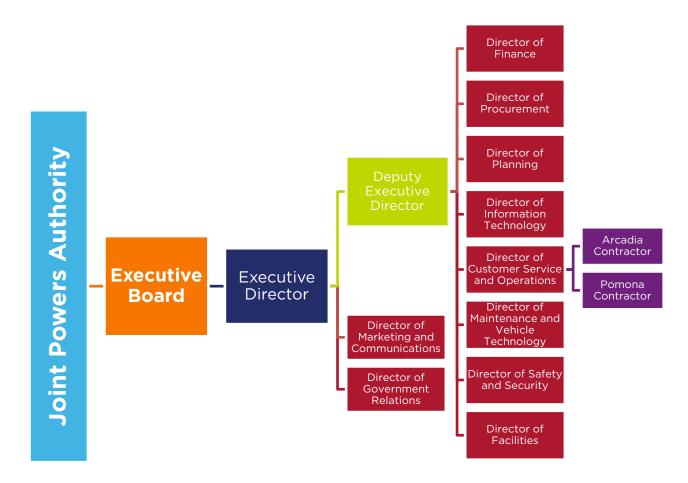
The American Public Transportation Association recognized Foothill Transit in 2001 with their "Bus Safety Gold Award," dubbing Foothill Transit the safest transit agency of its size. Foothill Transit was also named "Outstanding Transit System" of its size by APTA in 1993 and 1995. The National Safety Council, Greater Los Angeles Chapter, recognized Foothill Transit in 1995, 1996, 1997, 1998 and 2001 with first-place awards for its safety programs.

STRUCTURE

General membership in the Foothill Transit Joint Powers Authority includes one city council member and one alternate from each of the 22 cities in the Foothill Transit service area and three appointed representatives for the County of Los Angeles.

A five-member Executive Board governs Foothill Transit: four elected officials representing four clusters of cities, and the fifth member is elected by the Los Angeles County representatives (Cluster Five).

The Board directs policy that is implemented by an administrative staff provided under a management contract, which is currently held by Veolia Transportation.



FOOTHILL TRANSIT FLEET



1100s

17 currently in the fleet Seats 40 Diesel fueled

1200s

66 currently in the fleet Seats 41 CNG fueled

1300s

51 currently in the fleet Seats 40 CNG fueled

1400s

75 currently in the fleet Seats 40 CNG fueled

1500s

10 currently in the fleet Seats 40 CNG fueled

1600s

30 currently in the fleet Seats 58 CNG fueled

1700s

30 currently in the fleet Seats 40 CNG fueled

1800s

12 currently in the fleet Seats 40 CNG fueled

1900s

14 currently in the fleet Seats 38 CNG fueled

2000s

3 currently in the fleet Seats 35 100% Electric bus

FOOTHILL TRANSIT FACILITIES



West Covina Administrative Offices

100 South Vincent Avenue West Covina, California

Arcadia Operations and Maintenance Facility 5640 Peck Road Arcadia, California

Pomona Operations and Maintenance Facility 200 South East End Avenue Pomona, California



SERVICE CHANGES THROUGH FY 2016

At the beginning of FY 2011, Foothill Transit implemented a series of modest service reductions to address a projected structural deficit. Since then, service levels have not changed. This year, a modest increase in service levels is planned for implementation to improve schedule adherence and reduce customers' wait time at our bus stops.

In February 2013 Foothill Transit began participating in the Los Angeles County Congestion Reduction Demonstration (ExpressLanes) Project by adding service on Line 699 and the Silver Streak to meet the ridership increase projected with the implementation of the ExpressLanes Project. Modest adjustments to service may be implemented to improve systemwide on-time performance and address the numerous long-term detours that have been in effect throughout the service area.

These changes will follow the necessary requirements of service changes including seeking authorization to hold public hearings on the proposed changes, conducting public hearings and required federal analyses prior to making final recommendations to the Governing Board.

Service Enhancements

A number of service enhancements are planned on Lines 178, 185, 187, 195, 281, 286, 289, 480, 482, 486, and 492. The enhancements on these lines include increasing frequencies or add more trips during hours of high ridership for its heavily traveled lines, filling in gaps in schedules with wait times greater than three hours between trips, and increasing the span of service to accommodate customers working later hours and or attending evening classes at local colleges.

Continued Service Level Alignment

Foothill Transit reduced service levels in 2010 to ensure a balanced budget in light of projected funding subsidy reductions and the struggling state and national economy. Ridership levels were not severely impacted and service productivity has been maintained over the ensuing years. As the economy appears to begin leveling off and should there be job growth in the region, service levels may need to be gradually restored to address possible overcrowding.

Metro Gold Line Extension

Planning for Phase 2A of the Metro Foothill Gold Line light rail extension from the existing Sierra Madre Villa Station in East Pasadena to Azusa continues. The 11.5-mile extension of the Gold Line that will add six stations in the cities of Arcadia, Monrovia, Duarte, Irwindale, and Azusa. Several Foothill Transit lines will be affected by the Gold Line extension which may require a restructuring of the lines including Lines 187 and 690 which serves Montclair, San Dimas, Azusa and Pasadena. A bus interface plan is being developed to identify and plan the changes to these lines in an effort to provide enhanced regional mobility.

FY 2014 BUSINESS PLAN AND BUDGET FY 2013 ACCOMPLISHMENTS



OVERALL SYSTEM STATISTICS

Overall System Performance	Passenger Boardings	Fare Revenue	Vehicle Service Hours	Operating Expense
FY 2012 Actual	13,863,247	\$18,496,259	671,603	\$61,765,201
FY 2013 Target	14,000,000	\$18,450,000	695,000	\$68,956,000
FY 2013 Estimate	13,914,835	\$18,774,640	692,950	\$66,584,680

ANALYSIS

Passenger Boardings and Fare Revenues

FY 2013 ridership is projected to essentially match FY 2012 levels, while fare revenue is projected to surpass FY 2012 levels by approximately one and a half percent.

Vehicle Service Hours and Operating Expenses

In Fiscal Year 2012 service levels matched those of FY 2011. In FY 2013, additional trips funded by the ExpressLanes project were added to Line 699 and the Silver Streak which resulted in an increase in vehicle service hours. Operating expenses in FY 2013 are projected to be within budget at \$66.4 million compared to the budget of \$69 million. The primary contributor to the positive budget variance is fuel cost savings.

Goals and Performance Standards

Performance indicators are established annually based on projections of total vehicle service hours, ridership, revenues, and expenses. The estimated boardings per vehicle service hour, farebox recovery ratio and cost per vehicle service hour are derived directly from overall system statistics. The other indicators are estimated based on historical data and current events. Each indicator is discussed on the next page.

OVERALL SYSTEM STATISTICS

Goal	Indicator	FY 2012 Actual	FY 2013 Target	FY 2013 Estimate
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.52	0.60	0.60
Provide	Complaints per 100,000 Boardings	10.85	10.5	10.25
Outstanding	Schedule Adherence	84.1%	90%	77.5%
Customer	Average Hold Time	0:32	0:45	0:42
Service	Miles between Service Interruptions	28,801	15,000	17,785
Operate an Effective Transit	Boardings per Service Hour	20.6	20.1	20.1
System	Average Weekday Boardings	46,075	46,000	48,618
Operate an	Average Cost per Vehicle Service Hour	\$91.97	\$99.22	\$96.09
Efficient Transit System	Farebox Recovery Ratio	29.95%	26.76%	28.20%

ANALYSIS

Preventable Accidents per 100,000 Miles

In FY 2013, Foothill Transit is projected to meet the target of 0.60 preventable accidents per 100,000 miles, ending the year at 0.60 preventable accidents per 100,000 miles. This target is well below industry standards for preventable accidents.

Complaints per 100,000 Boardings

Through Foothill Transit's continued focus on customer service, complaints for the current fiscal year continue to decline and are projected to meet the target of 10.50 complaints per 100,000 boardings at 10.25. This projected number is lower than the FY 2012 figure of 10.85 complaints per 100,000 boardings.

Schedule Adherence

In FY 2013, data from the SMART*Bus* system (SBS) was used for recording and reporting of route schedule adherence. The switch to the SBS system increased the number of data points collected from a manually collected sample of 2,000 data



points to over 300,000 systemwide data points collected each month. Recent service adjustments are showing gradually improving performance, resulting in a lower overall projected FY 2013 systemwide on-time performance of 77.5 percent compared to an FY 2012 on-time performance of 84.1 percent.

Average Hold Time

Average Hold Time for FY 2013 is projected to be within the goal of 45 seconds at 42 seconds.

Average Miles between Service Interruptions

Foothill Transit met the performance target of 15,000 miles between service interruptions, set to ensure that customers were not inconvenienced due to a poorly maintained transit vehicle fleet. As this indicator is being more consistently defined across both operating diviisons, the number of service interruptions has increased and miles between service interruptions for FY 2013 are projected at 17,785. This figure is lower than the FY 2012 but still surpasses the target of 15,000 miles between service interruptions.

Boardings per Service Hour

Boardings per service hour for FY 2013 are estimated to meet the performance target of 20.1 at exactly 20.1 boardings per vehicle service hour.

Average Weekday Boardings

Weekday boardings have been rising in recent months and are projected to average 48,618, exceeding the target of 46,000 set for the fiscal year.

Average Cost per Vehicle Service Hour

Fuel cost savings and operations contract costs that were lower than budgeted are the primary drivers in the organization's ability to meet the current fiscal year's targeted average cost per vehicle service hour of \$99.22 at \$96.09 per vehicle service hour.

Farebox Recovery Ratio

Farebox Recovery Ratio is one of the two indicators used to measure efficiency by evaluating total fare revenue as a percent of total operating cost. For FY 2013, it is estimated that 28.20 percent of service costs will be paid for directly by the customer. The estimated farebox recovery exceeds the fiscal year Target of 26.76 percent.

MAJOR ACCOMPLISHMENTS IN FY 2013

Real Time Customer Information

A contract was awarded to NextBus in Fall 2012 to implement this real time customer information tool. The system will be launched in Summer 2013.

ISO 14001 Certification

Foothill Transit is one of a handful of transit agencies to implement an Environmental Sustainability Management System (ESMS) and is now among an even smaller group who have been awarded rigorously applied ISO 14001 certification.

Website Update

Foothilltransit.org received a visual design upgrade that brought it up to date with current agency branding and incorporated new social media access portals.

San Gabriel and Pomona Valley Park & Rides

Negotiations continue with the cities of West Covina and Azusa to secure locations for future park & ride facilities. The City of Industry Park & Ride structure is undergoing construction and is scheduled for completion in FY 2013.

Zero Emissions Bus Project

Procurement of an additional nine zero-emissions electric buses to completely electrify Line 291 is continuing into FY 2014, making it the first all-electric bus line in Southern California.

30/365 Bus Replacement

With a contract award for the procurement of 30 CNG coaches with options for 120 more coaches over the next four years, Foothill Transit has put in motion a steady vehicle replacement plan of 30 buses per year. This stabilizes the fleet age and bus mileage to reduce costs and promote efficiency.



FY 2014 BUSINESS PLAN AND BUDGET FY 2014 INITIATIVES

OVERALL SYSTEM STATISTICS

During FY 2014, Foothill Transit will continue to focus on the delivery of high quality transit service. The following table shows Foothill Transit's anticipated service delivery during the upcoming year. Performance targets for FY 2014 have been adjusted to take into account any operational changes and performance trends during the prior year.

Overall System Performance	Passenger Boardings	Fare Revenue	Vehicle Service Hours	Operating Expense
FY 2013 Target	14,000,000	\$18,450,000	695,000	\$68,956,000
FY 2013 Estimate	13,914,835	\$18,774,640	692,950	\$66,584,680
FY 2014 Target	14,100,000	\$18,800,000	738,300	\$72,792,400

Passenger Boardings and Fare Revenue

Boardings in FY 2014 are projected to increase by 1.3 percent over projected FY 2013 levels. This added ridership is projected to result from the implementation of college ridership programs within our service area and continued ridership growth associated with the Silver2Silver program.

Vehicle Service Hours and Operating Expenses

Service hours are projected to increase by 6.5 percent in FY 2014 with the implementation of service enhancements aimed at improving the customers' experience. The increased service along with the comprehensive operations analysis are the main factors in the increase in operating expenses.

Goals and Performance Standards

The agency uses several performance indicators to determine Foothill Transit's achievement of its goals.

These goals are established annually based on projections of total vehicle service hours, ridership, revenues and expenses. Each goal and its corresponding performance target is provided in the table on the next page.



FY 2014 GOALS AND TARGETS

Goal	Indicator	FY 2013 Target	FY 2013 Estimate	FY 2014 Target
Operate a Safe Transit System	Preventable Accidents per 100,000 miles	0.60	0.60	0.60
	Complaints per 100,000 Boardings	10.5	10.25	10.25
Provide Outstanding	Schedule Adherence	90%	77.5%	90%
Customer Service	Average Hold Time	0:45	0:42	0:45
	Miles between Service Interruptions	15,000	17,785	15,000
Operate an Effective	Boardings per Service Hour	20.1	20.1	19.1
Transit System	Average Weekday Boardings	46,000	48,618	49,250
Operate an Efficient	Average Cost per Vehicle Service Hour	\$99.22	\$96.09	\$98.59
Transit System	Farebox Recovery Ratio	26.76%	28.20%	25.83%

Preventable Accidents per 100,000 Miles

The preventable accidents target for FY 2014 will remain at 0.60. During FY 2013, the classification of preventable accidents was modified to more accurately reflect the purpose of this indicator. This slightly increased the number of preventable accidents. It is important to note that preventable accidents may include a slip and fall on board a vehicle, a bus hitting an overhanging tree, etc. and not just a vehicle to vehicle collision.

Complaints per 100,000 Boardings

The target set for FY 2014 has been lowered slightly from 10.5 complaints per 100,000 boardings to 10.25 per 100,000 boardings in light of the proposed service enhancements which will increase trip frequencies, fill in gaps of service, and expand the span of service.

Schedule Adherence

The target for schedule adherence is proposed to remain at 90 percent for FY 2014. Schedule adjustments for the commuter express routes, running time adjustments to local lines, and cleansing of the SBS data are targeted to improve the accuracy of on-time performance reporting and improve schedule adherence.

Average Hold Time

The target for average hold time is proposed to remain at 45 seconds for FY 2014.

Average Miles between Service Interruptions

The target for average miles between service interruptions is proposed to remain at 15,000 miles. Foothill Transit is expecting a delivery of 64 new coaches during FY 2014 that will lower the average age of the fleet and is expected to reduce the number of mechanical service interruptions.

Boardings per Service Hour

The FY 2014 Boardings per Service Hour has been lowered to 19.1 as a result of planned service enhancements which will add hours of service. It may take some time for ridership to increase proportional to the added service.

Average Weekday Boardings

Weekday boardings are projected to increase by approximately 1.3 percent to 49,250 in FY 2014 in line with the projected modest increase in overall ridership in the coming year.

Average Cost per Vehicle Service Hour

The FY 2014 Average Cost per Vehicle Service Hour targeted of \$98.59 is a direct ratio between overall operating expenses and planned service hours during the year. This figure is lower than the target for the prior year. This is the result of Foothill Transit's newly executed operations and maintenance contracts which compensate contractors on the basis of revenue miles operated. Prior contracts compensated contractors on the basis of hours of service operated.

Farebox Recovery Ratio

The FY 2014 Farebox Recovery Ratio of 25.83 percent is a direct ratio between budgeted fare revenues and operating expenses projected for the year. It takes into account the projected increase in operating expenses caused by the proposed service enhancements and comprehensive operational analysis.



MAJOR INITIATIVES FOR FY 2014

Bus Replacement Project

This year 64 new 42-foot CNG coaches will be delivered to Foothill Transit. These buses will be equipped with standardized passenger amenities that include high-back, reclining seats, individual overhead reading lights, and luggage racks. These coaches will replace the last remaining diesel-fueled coaches in Foothill Transit's fleet.

System Performance

In the upcoming year, service enhancements will be implemented to improve systemwide on-time performance and reduce customer wait times at bus stops.

Electric Bus Program

Procurement of an additional nine Ecoliner zero emissions electric buses is planned for the upcoming year. These buses will operate alongside the current three Ecoliners in operation, making Line 291 Southern California's first fully electric bus route.

ESMS at Pomona

The Environmental and Sustainability Management System (ESMS) will be carried over to the Pomona Operations and Maintenance Facility in the upcoming year. This program, currently implemented in Arcadia, mitigates the environmental impacts of our daily operations at the yard.

College Pass Program

Carrying on the success of the Rio Hondo and Pasadena City College student ridership programs, Foothill Transit will pursue similar type programs with the major colleges and universities throughout the San Gabriel and Pomona Valleys.

San Gabriel and Pomona Valley Park & Rides

Several Park & Ride facilities are in varying stages of development in the San Gabriel and Pomona Valleys to address the needs of Foothill Transit's commuting customers.

- The Industry Park & Ride is slated for completion in early September 2013 and plans for a grand opening ceremony and unveiling are underway.
- Pending approval of the required California Environmental Quality Act (CEQA)
 document by the City of Azusa and the National Environmental Policy Act
 (NEPA) document by the Federal Transit Administration (FTA), design plans
 for construction of the parking structure and an Invitation for Bid (IFB) for
 construction will be completed.
- Upon receipt of a response by the City of West Covina from the California Department of Finance (DOF), the preparation and development of the required Environmental Impact Report (EIR) will begin.

Legislative Advocacy

Foothill Transit will maintain the strong relationships we have developed with our current federal and state legislative delegation members and their staff. We will begin developing relationships with our newest delegation members resulting from the 2010 census redistricting.

Website Redesign

A successful online presence is governed by myriad invisible, but complicated technologies that must be responsive to changes in visitor habits while incorporating key elements of intuitive navigation design and layout. The exponential growth in the dominance of multi-panel access (smartphones, tablets and laptops) and the changes in user interface trends require a complete redesign of Foothill Transit's core website technologies in order to make key customer information easily accessible across multiple platforms. The FY 2014 redesign will also include the creation of a Foothill Transit smartphone app.

25th Anniversary Campaign

Foothill Transit will reach its 25th anniversary in December of 2013. This silver anniversary presents an opportunity to celebrate the agency's successes with customers while providing a platform for Foothill Transit to outline its future initiatives.



FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET AGENCY FUNDING AND OPERATING BUDGET

FUNDING SOURCES

American Recovery and Reinvestment Act of 2009 (ARRA)

ARRA was approved by Congress to stimulate the economy by infusing money for capital improvements into the economy. These funds were directed to various government agencies including transit providers. Foothill Transit was allocated approximately \$21M. Foothill Transit's projects included a Zero Emission Electric Bus Project, solar energy projects, and various energy efficient improvements to the agency's facilities.

Proposition A 40% (Discretionary)

These funds are derived from a 1980 voter-approved local sales tax ordinance. The funds are allocated by Metro, to fixed-route operators serving Los Angeles County by the Formula Allocation Procedure (FAP) and are used to supplement Foothill Transit's operating budget.

Proposition A Bus Service Continuation Program (BSCP)

Foothill Transit receives funds from Metro on a formula-equivalent basis for the BSCP lines (195, 197, 291, 292, 492, and 494). The funds are derived from Proposition A 40 percent growth-over-inflation funds.

Auxiliary Revenue

Foothill Transit operates a park and ride shuttle service for the Rose Bowl and a Diala-Ride service for the City of Monrovia. These services are not part of Foothill Transit's normal transit operation. The revenue is classified as auxiliary revenue and the expenses are accounted for as Special Services and Dial-A-Ride.

Proposition C 40% MOSIP (Municipal Operators Service Improvement Program)

This program began in 2002 by Metro Board action to improve service to transit users countywide. This funding was to expire after the initial five year period and has subsequently been approved for annual funding indefinitely.

Proposition C 40% (Discretionary)

These funds are derived from a 1990 voter-approved sales tax ordinance.. Programs funded by Proposition C Discretionary include the Bus System Improvement Plan (BSIP) Overcrowding Relief on Lines 480/481and 707 (Silver Streak), Base Restructuring on Lines 497/498, local Saturday service on various lines, and Transit Service Expansion (TSE) on Line 690.

Measure R

These funds are derived from a November 2008 voter-approved local sales tax ordinance. The funds are allocated by Metro to fixed-route operators serving Los Angeles County by the Formula Allocation Procedure (FAP).



Other Funding

Based on the 1996 legislation included in SB1755, fixed-route operators in Los Angeles County are entitled to a proportionate amount of funds each time Metro allocates additional revenues to its bus operating budget. Transportation Development Act Funds (TDA)

These funds are derived from the state Local Transportation Fund (LTF) and are allocated by Metro using the Formula Allocation Procedure. These funds can be used for capital and operating purposes,

State Transit Assistance (STA)

These funds are derived from sales and use taxes on diesel fuel and gasoline and can be used for capital and operating purposes. In order to use these funds for operations, Foothill Transit must pass the eligibility test administered annually.

Section 5307 Formula Funds

These capital funds are allocated by Metro to fixed-route operators in Los Angeles County based on the Capital Allocation Procedure (CAP) derived from Vehicle Service Miles and Passengers. Foothill Transit must provide a 20 percent local match to all federally-approved grants.

Section 5307 15% (Discretionary)

These funds are taken out of the federal allocation of Section 5307 before it is distributed during the CAP process described above.

Section 5339

These capital funds replace the former Section 5309 discretionary funds that could be requested during the annual federal appropriations process for specific capital projects. Section 5339 funds are allocated by Metro to fixed-route operators in Los Angeles County based on the Capital Allocation Procedure (CAP) derived from Vehicle Service Miles and Passengers. Foothill Transit must provide a 20 percent local match to all federally-approved grants.

OPERATING REVENUES

	FY 2012 Actual	FY 2013 Budget	Actual Through Dec 2012	FY 2013 Estimate	FY 2014 Budget
Fare Revenue:					
Farebox	\$ 11,322,387	\$ 12,540,000	\$ 5,545,428	\$ 11,090,860	\$ 11,100,000
Pass Sales	3,202,801	2,844,500	1,556,469	3,112,9340	3,100,000
MetroCards	2,293,718	1,522,200	1,144,124	2,288,250	2,200,000
MetroLink	72,260	28,400	213,578	427,160	500,000
EZ Transit Passes	1,596,360	1,514,500	927,714	1,855,430	1,900,000
Total Fare Revenue	18,487,526	18,449,600	9,387,313	18,774,640	18,800,000
Non-Fare Revenue:					
TDA	9,554,477	17,254,600	8,720,630	14,268,490	18,513,600
Prop A Discretionary	13,414,216	13,026,300	6,513,136	13,026,270	13,484,000
Prop A BSCP	3,796,788	4,722,500	2,051,686	3,918,760	4,298,700
Transit Security	617,658	711,500	354,297	708,600	790,600
Prop C Restructuring	1,775,736	1,813,700	906,869	1,813,740	1,848,000
Prop C Line 690	295,912	302,200	151,123	302,250	308,000
Prop C BSIP	826,733	844,400	540,400	844,430	860,000
STA	3,295,652	4,060,100	2,706,706	4,890,140	3,913,300
Measure R	8,779,338	7,082,500	3,943,155	7,886,310	9,352,100
Federal Section 5307	761,015	-	-	-	-
CMAQ	-	1,000,000	-	-	1,000,000
Auxiliary Rev (5% Operating Exp.)	1,634,876	1,500,000	802,337	1,604,670	1,500,000
Non-Operating Revenue	44,752,401	52,317,800	26,690,339	49,263,660	55,868,300
TOTAL REVENUE	\$ 63,239,927	\$ 70,767,400	\$ 36,077,652	\$ 68,038,300	\$ 74,668,300



OPERATING EXPENDITURES

	FY 2012 Actual	FY 2013 Budget	Actual Through Dec 2012	FY 2013 Estimate	FY 2014 Budget
Operating Expenses	:				
Customer Service & Operations	\$ 51,644,359	\$ 56,984,100	26,090,674	\$ 56,376,390	\$ 58,787,600
Maintenance & Vehicle Technology	637,514	724,400	341,087	713,280	881,200
Marketing & Communications	1,435,612	1,797,900	684,520	1,416,220	2,000,300
Planning	542,065	951,200	262,841	623,810	2,006,100
Transit Stores	1,744,851	1,847,200	886,559	1,773,120	1,875,700
Safety & Security	665,987	945,900	282,061	583,780	1,030,600
Information Technology	1,393,477	1,605,900	728,991	1,596,740	2,049,100
Administration	1,665,958	1,929,400	866,275	1,608,030	2,008,000
Procurement	811,067	866,800	322,342	653,440	896,500
Finance	1,224,314	1,303,200	615,906	1,239,870	1,257,300
Total Operating Expense	61,765,204	68,956,000	31,081,256	66,584,680	72,792,400
Non-Operating (Rever	nues) Expenses	:			
Property Management	625,306	736,400	333,528	673,620	800,900
Special Services	131,384	325,000	128,417	150,000	325,000
Dial-A-Ride	718,033	750,000	302,319	630,000	750,000
Total Non-Operating Expense	1,474,723	1,811,400	764,264	1,453,620	1,875,900
TOTAL EXPENDITURES	\$ 63,239,927	\$ 70,767,400	\$ 31,845,520	\$ 68,038,300	\$ 74,668,300

CHANGES IN THE FY 2014 BUDGET

The FY 2014 budget is 9.3 percent or \$6.2 million more than the FY 2013 estimated amount. This difference is the result of FY 2014 budget increases and FY 2013 budget savings -- items budgeted but not included in estimated FY 2013 expenditures.

FY 2013 budget savings include the Items below:	
Budget Item	
25th Anniversary	\$75,000
System Map	50,000
Security	270,000
Bus Book	275,000
Software Maintenance	175,000
Subtotal	\$845,000
FY 2014 budget increases include the Items below:	
Budget Item	
Contractor CPI Increase	\$1,019,200
Additional Service	1,967,400
Fuel for Additional Service	1,000,000
Facility Art	70,000
Comprehensive Operational Analysis	850,000
NextBus	150,000
Security (Contractual)	75,000
Software Maintenance	250,000
Subtotal	\$5,381,600
TOTAL	\$6,226,600



FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET CAPITAL BUDGET

CAPITAL REVENUE

Foothill Transit's FY 2014 Capital Budget is presented in this section. Below is the table that details the agency's main sources of Capital Revenue from both the prior year carry-over and the Fiscal Year 2014 allocation.

Funding Sources	Amount Carried Over	FY 14 Allocation	Total
Section 5307 Formula	\$ (529,460)	\$13,540,000	\$13,010,540
Section 5339	-	1,500,000	1,500,000
TDA	359,340	-	359,340
MOSIP	1,188,010	4,302,150	5,490,160
Prop C Security	141,590	-	141,590
1-B Bonds	(31,900)	8,505,260	8,473,360
1-B Bonds Bridge	-	2,550,220	2,550,220
Excise Tax Credit	373,500	2,300,000	2,673,500
Total Capital Funding Sources	\$1,501,080	\$32,697,630	\$34,198,710

CAPITAL EXPENDITURES

Foothill Transit's Capital Expenditures are detailed in the table below. A number of major initiatives will be underway this year. Among these are the construction of the Park & Rides, anticipated procurement of new Compressed Natural Gas (CNG) buses, nine more electric buses; and facility enhancements, among other initiatives.

Buses:	
30 Fleet Replacement Buses #1	\$2,595,670
30 Fleet Replacement Buses #2	22,999,940
Electric Buses	2,500,000
Fleet Heavy Maintenance	1,795,300
Facilities:	
Facility Rehabilitation/Repair	1,000,000
Puente Hills Transit Store Remodel	500,000
Other:	
Fare Collection System Enhancements	400,000
IT Infrastructure	250,000
Transit Store Security System	663,460
Pomona Rehab/Dispatch Center	359,340
System Map	30,000
Statistical Software	30,000
GIS Software Upgrade	25,000
Data Center Upgrade/Replacement	800,000
Phone System Replacement	250,000
Total Capital Programs	\$ 34,198,710

CAPITAL CARRY OVER

The FY 2014 Capital Budget Carry Over includes capital projects approved in prior fiscal years. These projects have not been completed and are carried over to the current fiscal year.

Buses:	Budget	Expenditures	Balance
Traffic Signal Priority	\$1,500,000	\$ 1,465,159	\$34,841
34 Replacement Buses	23,365,650	-	23,365,650
30 Replacement Buses (#1)	19,594,000	3,081	19,590,919
9 Electric Buses+ Charging Equip	11,300,000	21,519	11,278,481
Bus Cooling System Retrofit	1,524,500	1,296,705	227,795
Fleet Heavy Maintenance	500,000	-	500,000
Facilities:			
Bus Stop Enhancement Prog. (BSEP)	2,425,000	1,388,010	1,036,990
Facility Repairs & Improvements	1,660,000	1,250,285	409,715
Solar Project - Arcadia & Pomona	3,640,657	3,176,561	464,096
Pomona Rehab + Dispatch	1,100,000	919,824	180,176
Admin Office Maint. & Upgrades	1,000,000	759,936	240,064
Admin Facility Security Hardening	2,556,527	2,084,014	472,513
Azusa Park and Ride	9,490,400	502,149	8,988,251
City of Industry Park & Ride	14,904,300	680,831	14,223,469
West Covina Park & Ride	12,938,310	21,957	12,916,353
Transit Center - West Covina	5,000,000	-	5,000,000
Diamond Bar Park & Ride	1,000,000	-	1,000,000
CNG Compression Upgrade	1,000,000	141,406	858,594
Other:			
Executive Information System	600,000	252,286	347,714
I.T. Infrastructure	250,000	68,367	181,633
Non-Revenue Vehicles	575,000	369,262	205,738
Security Equipment	250,000	84,103	165,897
Financial Software	300,000	213,467	86,533
Route Scheduling Software	950,000	853,373	96,627
Web Page Development	250,000	55,339	194,661
Office Equipment/Furniture	155,355	43,895	111,460
Bus Stop Customer Information	600,000	-	600,000
Document Imaging Equipment/Software	300,000	-	300,000
Phone System Upgrade	250,000	114,664	135,336
Bus Video Security Equipment	900,000	814,834	85,166
Bus Roof Top Safety Equip	120,000	-	120,000
SBS Operating System Upgrade	100,000	-	100,000
Start-up Equipment	250,000	178,961	71,039
	230,000		
SharePoint Upgrade and Design	100,000	-	100,000
		-	100,000

FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET DEPARTMENT BUDGETS

DEPARTMENT BUDGETS AND SUMMARIES

Foothill Transit's operating budget for FY 2014 is presented in this section. A brief description of each department has been provided. A list of each department's



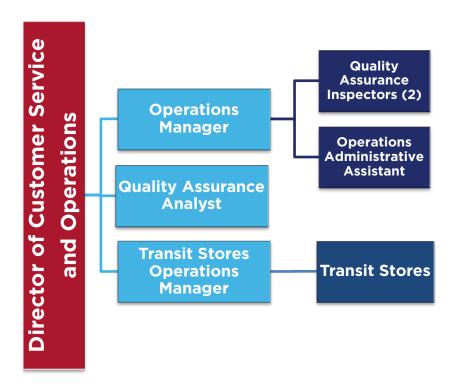
specific initiatives for FY 2014 is presented and the operating budget for each department is shown. The department budgets are presented in the following order:

Customer Service and Operations
Maintenance and Vehicle Technology
Marketing and Communications
Planning
Transit Stores
Safety and Security
Information Technology
Administration
Procurement
Finance
Facilities

CUSTOMER SERVICE AND OPERATIONS

The Customer Service and Operations department was established in FY 2013 to more effectively focus on key components of the agency's mission statement. This department is responsible for ensuring the safe and efficient daily operation of Foothill Transit service, focusing specifically on applied enforcement of agency standards for operation performance.

Along with the service provided at the Foothill Transit *Stores,* the responsibility for the customer service experience is closely aligned and ranges from a customer calling to get information about their proposed trip to the actual completion of their bus ride experience.



FY 2013 ACCOMPLISHMENTS

Oversaw the transition of the Pomona and Arcadia Operations and Maintenance contract turnovers

Provided premium Rose Bowl Special Services

Sustained membership on APTA and CTA committees

Developed Quality Assurance Analyst Position

Planned and executed the Annual Bus Roadeo

Procured new coach operator audit services

Enhanced customer comment handling process

Elevated Foothill Transit's profile on Regional Bus Roadeo Committee

Conducted regular coach operator audits

FY 2014 INITIATIVES

Oversee Pomona and Arcadia Operations and Maintenance contracts Continue staff participation on APTA and CTA committees



Continue to provide Special Services to the Rose Bowl

Conduct quarterly operator audits

Provide as-needed Bus Bridge support services to Metrolink

Continue close collaboration between Operations and Maintenance and Vehicle

Technology functions

Incorporate SMARTBus-based service management

Develop gate-check protocol and manual

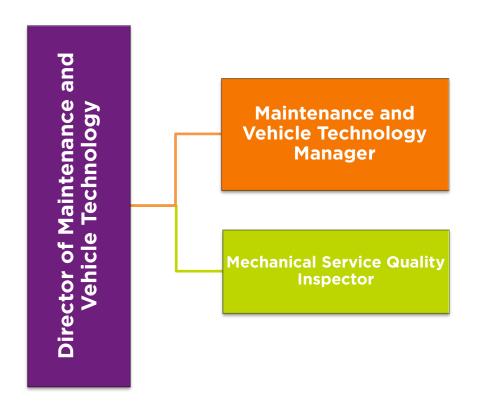
Continue involvement in Regional Bus Roadeo Committee

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5001	Arcadia Express Lines	\$7,619,242	\$7,386,900	\$6,651,220	\$7,061,300
5002	Arcadia Local Lines	16,823,883	17,072,700	18,575,700	18,620,600
5003	Pomona Express Lines	5,882,626	6,840,700	7,554,880	7,589,500
5004	Pomona Local Lines	14,374,564	15,024,400	16,053,980	15,808,400
5020	Fuel - CNG Irwindale	2,004,581	3,264,000	2,124,020	3,060,000
5025	Fuel - CNG Pomona	3,017,737	4,620,600	3,259,320	4,284,000
5030	Diesel - Irwindale	812,727	1,500,000	819,400	1,000,000
5035	Fuel Electricity	64,478	90,000	80,310	94,800
5100	Management	693,478	830,700	903,610	883,400
5260	Professional/Technical	61,681	31,000	52,300	31,000
5411	Bus Roadeo	27,186	35,000	18,530	50,000
5430	Dues and Subscription	432	500	130	500
5441	General Mail	189	500	130	500
5550	Travel and Meeting	10,432	10,300	7,520	12,900
5560	Uniforms	988	300	1,050	-
5700	Office Building	34,072	37,600	37,890	59,800
5730	Other Misc. Expenses	2,221	5,000	9,090	5,000
5740	Other Services	196,684	200,000	214,710	200,000
5800	Clothing Supplies	1,278	4,500	2,170	5,500
5860	Other Materials and Supplies	424	-	-	
5950	Repair and Maint. Other Equip	1,467	11,500	-	
5960	Repair and Maint. Office Equip	1,035	-	-	-
6130	Telephone	12,954	12,900	10,430	13,400
6600	Special Services	_	5,000	_	7,000
TOTAL		\$51,644,359	\$56,984,100	\$56,376,390	\$58,787,600

MAINTENANCE AND VEHICLE TECHNOLOGY

The Maintenance and Vehicle Technology (MVT) Department ensures daily operation of Foothill Transit's revenue and non-revenue vehicle fleet through the systematic enforcement of Foothill Transit standards for fleet maintenance and oversight of maintenance on fueling stations, including the electric bus charging station. The MVT

Department ensures ongoing local, state, and federal regulatory compliance of the fleet and environmental compliance of the operations. In addition, the MVT Department is responsible for the development and implementation of Foothill Transit's alternative fuels program including the specification, in-plant inspection, and acceptance of all new rolling stock and technologies to maximize efficiencies in both operations and maintenance.



FY 2013 ACCOMPLISHMENTS

Developed agency standard CNG and electric bus specifications

Managed upgrades to the electric bus charging station

Retired six diesel buses

Offset 100% of the energy used to charge the Ecoliner through Renewable Energy Certificates

Completed in-plant bus inspections

Managed State of Good Repair fleet retrofits

Continued City of Monrovia Dial-a-Ride fleet inspection services

Inspected, accepted, and placed 14 new NABI buses into service

Managed bus procurement grant funding and associated reports

Completed participation in the FTA ESMS program

FY 2014 INITIATIVES



Purchase nine additional Ecoliner electric buses to fully electrify Line 291 Inspect, accept, and deploy 64 new CNG buses into revenue service

Retire all remaining diesel fueled buses

Continue City of Monrovia Dial-a-Ride fleet inspection services

Manage bus procurement grant funding and associated reports

Assist in the implementation of the ESMS in Pomona and continued development in Arcadia

Purchase Renewable Energy Certificates to offset Ecoliner charging

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5040	Gas and Lubricants	\$40,072	\$60,000	\$30,770	\$60,000
5100	Management	401,127	480,500	486,670	487,200
5230	Consulting	-	5,000	-	5,000
5260	Professional/Technical	73,619	37,000	62,420	139,300
5430	Dues and Subscription	432	500	130	500
5441	General Mail	190	500	230	500
5540	Tires	313	10,000	2,100	10,000
5550	Travel and Meeting	10,966	10,800	7,410	22,300
5570	Vehicle Washing	8,089	10,100	7,250	10,100
5700	Office Building	22,564	24,900	25,090	39,600
5720	Other Misc. Contractual Services	54,212	47,500	67,040	70,700
5730	Other Misc. Expenses	2,221	5,000	9,090	5,000
5860	Other Material and Supplies	425	-	-	-
5960	Repair and Maint. Other Equip.	1,034	-	-	-
5970	Repair and Maint. Vehicles	14,618	20,000	8,940	20,000
6130	Telephone	7,632	7,600	6,140	6,000
6600	Special Services	-	5,000	-	5,000
TOTAL		\$637,514	\$724,400	\$713,280	\$881,200

MARKETING AND COMMUNICATIONS

The Marketing and Communications Department exists to support and promote Foothill Transit's services and to promote and maintain the Foothill Transit brand. The primary responsibility of the department is to communicate information to existing and potential customers and encourage them to ride Foothill Transit. We do

this through advertising, community relations, media exposure, special events, on-board notices, interior cards, the Bus Book, and website. The Marketing Department is also responsible for heightening the public's awareness of Foothill Transit and increasing ridership. The department's main focus is to promote how the organization meets its goals of providing outstanding customer service and operating a safe, effective and efficient transit system. Foothill Transit will continue to utilize a combination of print, cable TV, and direct mail to reach our markets.



FY 2013 ACCOMPLISHMENTS

Designed and executed a website update at foothilltransit.org
Established new branding, standardizing logos and font usage
Expanded new media outreach to incorporate new technologies and social media sites, targeting specific audiences and monitoring insight data
Developed and launched the new Foothill Transit blog
Established electronic newsletter tool for internal and external communications
Launched the Silver2Silver program in cooperation with Los Angeles Metro
Launched targeted digital advertising campaigns to coincide with the opening of the ExpressLanes project along the I-10 corridor

FY 2014 INITIATIVES

Incorporate new real time customer information system into overall marketing and communications program

Execute a full redesign of foothilltransit.org and create a companion smartphone app Design and oversee installation of new Foothill Transit livery



Promote the retirement of the fleet's last diesel bus

Launch the 25th anniversary campaign

Continue expanding new media outreach to incorporate new technologies and data analysis

Launch Mt. SAC Student Pass Program marketing initiative Assist in the remodel and design of the Puente Hills Transit Store Update Foothill Transit facility artwork and initiate new student art program

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$555,500	\$572,200	\$572,200	\$596,300
5230	Consulting	225,898	325,000	400,260	385,600
5260	Professional and Technical	62,250	77,500	35,400	77,500
5300	Advertising and Promotion	1,000	15,000	-	15,000
5330	Community Sponsorship	51,833	60,000	35,130	60,000
5350	General Advertising	256,487	300,000	113,900	300,000
5370	Promotional item	26,622	75,000	13,400	75,000
5380	Special Events	7,768	95,000	45,610	135,000
5411	Employee Appreciation	-	10,000	-	10,000
5430	Dues and Subscription	2,802	6,000	6,800	6,000
5441	General Mail	3,811	9,600	3,500	9,600
5500	Postage - Pitney Bowes	-	2,500	-	2,500
5550	Travel and Meeting	14,709	15,200	17,140	15,200
5700	Office Building	58,827	65,000	59,950	56,200
5720	Other Misc. Contractual Service	1,079	800	660	800
5730	Other Misc. Expenses	5,410	1,000	600	1,000
6130	Telephone	9,273	7,700	1,820	3,000
6210	Bus Pass Sales Commission	18,151	20,000	16,200	20,000
6220	Cluster Breakfast	1,018	3,800	590	-
6230	Footnotes	38,389	35,000	19,150	35,000
6240	Interior Cards	41,493	40,000	33,400	60,000
6250	Marketing Supplies	7,069	6,600	10,590	6,600
6260	Passes	28,000	20,000	-	20,000
6270	Photography	580	5,000	11,090	80,000
6280	Printing Charges	17,643	25,000	18,830	25,000
6290	Reprints of Brochures	-	5,000	-	5,000
TOTAL		\$1,435,612	\$1,797,900	\$1,416,220	\$2,000,300

BUDGET NOTES:

5350 - Funding was added to include an extended marketing campaign for the Silver 2 Silver program and Mt. SAC student pass program.

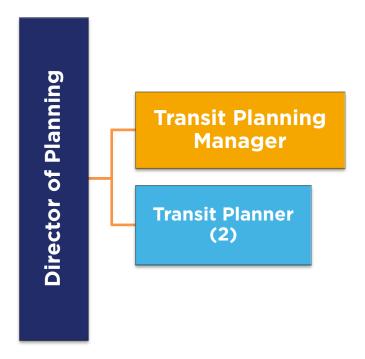
5380 - Funding was added to include a park and ride opening, last diesel bus retirement, launch of the new bus livery, 25th anniversary, and Ecoliner fleet additions.

6270 – Funding was added to include photography services for all of the events included in line 5380, and the incorporation of new facility art at the Arcadia and Pomona facilities.

PLANNING

The Planning Department is responsible for route planning, system performance monitoring, and coordination with member cities and neighboring transit systems in the design and construction of transit-related projects. The department also projects service levels and budgets and monitors actual costs related to Foothill Transit's two service contractors.





FY 2013 ACCOMPLISHMENTS

Launched the 2013 Bus Stop Enhancement Program

Continued staff participation in APTA and CTA activities

Implement new Silver Streak service as part of the Silver2Silver program Completed scheduling software upgrade

Completed Express service schedule adjustments to match current traffic trends Developed statement of work for the Comprehensive Operational Analysis procurement

Implemented additional Silver Streak and Route 699 service for the ExpressLanes project on the 10 freeway

FY 2014 INITIATIVES

Implement schedule improvements to achieve 90% On Time Performance Manage Title VI Compliance Program

Complete procurement and performance of the Comprehensive Operations Analysis Develop a long range transit plan

Launch the NextBus Real Time Customer Information System Implement Measure R funded service enhancements to improve the customers' experience

Account	Account Name	FY 2012	FY 2013	FY 2013	FY 2014
Number		Actual	Budget	Estimate	Budget
5100	Management	\$372,400	\$483,600	\$483,600	\$504,000

5230	Consulting	13,975	000		15,000
5260	Professional/Technical	-	10,000	2,350	900,000
5430	Dues and Subscription	-	400	130	400
5441	General/Express Mail	159	1,000	890	1,000
5500	Postage - Pitney Bowes	0	400		400
5530	System Map	-	50,000		50,000
5550	Travel and Meeting	13,119	20,500	5,400	22,000
5700	Office Building	32,351	35,800	32,990	35,900
5720	Other Misc. Contractual Services	682	600	540	150,600
5730	Other Misc. Expenses	_	100	_	100
5860	Other Material and Supplies		6,000	3,250	6,000
5880	Planning Supplies		40,000	15,500	40,000
6130	Telephone	3,312	12,800	4,160	5,700
6200	Bus Book Printing	106,068	275,000	75,000	275,000
TOTAL		\$542,065	\$951,200	\$623,810	\$2,006,100

BUDGET NOTES:

5260 - \$800,000 has been budgeted for the proposed Comprehensive Operations Analysis (COA). This is an in-depth report that analyzes our service and customers. The report will include recommendations to improve the service. The COA will also gather data meeting Title VI requirements.

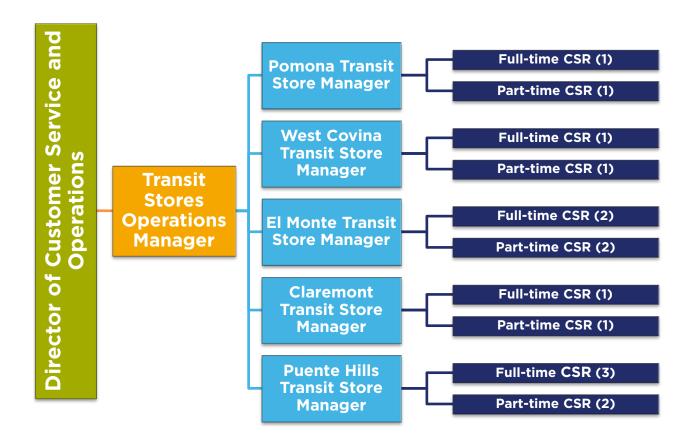
5720 - The \$150,000 increase is the annual operating cost of the NextBus real time passenger information system.

TRANSIT STORES

The Transit *Stores* team was created to provide customers with personal route and schedule information and fare media through five retail Stores, located throughout Foothill Transit's service area. In support of the agency's goals to provide outstanding customer service and increase ridership, the Transit Stores team works closely with Marketing and Communications to enhance customer service and build

Foothill Transit Going Good Places

transit awareness. The Transit Stores provide a one-stop shopping experience for the residents of the San Gabriel and Pomona Valleys, assisting customers with their commuting needs. Customer Service Representatives (CSRs) offer one-on-one custom trip planning and Foothill Transit and regional transit agencies' fare media. In addition to the in-person assistance, CSRs handle phone calls from our incoming 800-number information line.



FY 2013 ACCOMPLISHMENTS

Handled 90% of calls received while maintaining the average hold time under 45 seconds

Moved the El Monte Store to the new location at the El Monte Transit Station Served as an information kiosk for Foothill Transit and Metro customers during the station move and Silver2Silver service implementation

Supported procurement of security services at El Monte Store Updated all Transit *Store* Uniforms

FY 2014 INITIATIVES

Incorporate real time customer information system into CSR information program Complete remodel and expansion of the Puente Hills Store Incorporate telephone translation services into customer handling process Support Transit *Store* Camera Surveillance expansion project Refresh furnishings at Pomona Transit Store

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$1,409,900	\$1,452,200	\$1,452,200	\$1,513,300
5420	Contract Maintenance	-	1,500	-	5,000
5441	General/Express Mail	1,047	1,900	870	1,300
5471	Janitorial	4,791	4,400	2,750	2,900
5500	Postage Pitney Bowes	-	200	-	200
5550	Travel and Meetings	2,419	5,900	1,210	5,900
5560	Uniforms	4,261	10,200	100	10,200
5700	Office Building	45,676	50,400	46,510	54,100
5710	Office Lease	55,684	41,600	63,180	78,800
5720	Other Misc. Contractual Service	1,764	3,600	2,340	3,600
5730	Other Misc. Expense	940	10,800	4,460	10,800
5850	Office Supplies	4,416	8,000	3,110	6,400
5950	Repair & Maint. Other Equip.	768	5,000	-	7,200
5990	Safety Program	637	_	-	900
5991	Security	64,489	71,400	50,030	3.300
6000	Armor and Merchant Service	83,527	75,400	87,220	91,000
6020	Drinking Water	1,474	1,700	1,390	1,800
6100	Electricity	3,766	5,500	4,080	5,500
6130	Telephone	59,292	97,500	53,670	73,500
TOTAL		\$1,744,851	\$1,847,200	\$1,773,120	\$1,875,700

BUDGET NOTES:

5710 - Increase due to Puente Hills Mall Transit Store expansion.

5991 - El Monte Transit Store security now contained in the Safety and Security budget.

SAFETY AND SECURITY

The Safety and Security Department is responsible for developing and coordinating proactive, creative, and cost effective strategies to provide for the safety and security of Foothill Transit customers and personnel. The Department proactively establishes and maintains partnerships with local public safety agencies, staff and other regional stakeholders in assessing, planning, preparing, mitigating



threats/vulnerabilities, and responding effectively and efficiently on routine matters of risk management, occupational and transit system safety, crime prevention, Homeland Security and in cases of emergency, crisis, disaster, or catastrophe.



FY 2013 ACCOMPLISHMENTS

Managed Risk Management and Loss Prevention and Homeland Security and Emergency Management and Workplace Safety programs
Sponsored/hosted American Red Cross certified First Aid/CPR training for frontline staff

Collaborated with the U.S. Department of Homeland Security and the Transit Security Administration to bring multi-agency VIPR Teams into the Foothill Transit service area

Conducted emergency management exercises and drills as part of the ongoing effort to train all personnel in critical incident response and management Represented Foothill Transit as an organizational member of the Federal Bureau of Investigation's InfraGard program, the San Gabriel Valley Community Awareness and Emergency Response (SGVCAER) group, the American Society of Industrial Security (ASIS), the Business Industry Council on Emergency Preparedness and Planning (BICEPP), and the Emergency Network Los Angeles (ENLA)

FY 2014 INITIATIVES

Complete the Department of Homeland Security grant funded capital security upgrade project at all three Foothill Transit owned and operated facilities Continue to train Foothill Transit contract staff in Department of U.S. Department of Homeland Security and State of California mandated Terrorism Awareness, National Incident Management, Incident Command, and Standardized Emergency

Management Systems

Update the Transit Security Administration's (TSA) BASE Review of security systems Continue to sponsor, lead and develop the agency's successful "World Class Safety" program to reinforce the existing agency-wide safety culture

Continue to conduct Homeland Security and Emergency Management exercises and drills as part of the ongoing effort to train all staff in critical event response

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$577,800	\$495,100	\$495,100	\$516,000
5230	Consulting	889	40,000	4,000	20,000
5370	Promotional Items	-	1,500	1,500	1,500
5380	Special Events	1,100	5,000	850	30,000
5430	Dues and Subscriptions	735	5,000	1,190	5,000
5441	General/Express Mail	372	2,000	1,100	2,000
5500	Postage - Pitney Bowes		700	-	700
5550	Travel and Meetings	13,834	15,000	9,460	15,000
5560	Uniforms	68	10,000	3,500	5,000
5700	Office Building	43,046	47,500	43,840	38,900
5720	Other Misc. Contractual Service	13,000	10,000	9,680	7,000
5730	Other Misc. Expense	-	-	20	4,500
5740	Other Services	2,079	15,500	4,500	25,500
5910	Tools	3,393	5,000	870	3,000
5950	Repair & Maintenance Other Equip	-	5,000	1,430	5,000
5970	Repair Maintenance - Vehicles	2,774	7,500	2,340	-
5991	Security		270,000	-	345,000
6130	Telephone	6,896	9,100	4,400	6,500
6290	Printing & Charges	<u>-</u>	1,000		-
6290	Reprint & Brochures	-	1,000		-
TOTAL		\$665,987	\$945,900	\$583,780	\$1,030,600

BUDGET NOTES:

5740 - This increase reflects a pending annual lease for Communications Center services for the transmission of digital data (video) for the facilities security camera system.

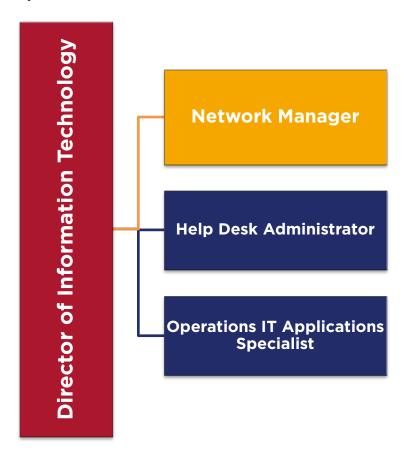
5991 - This increase reflects the transfer of the private security contract for the El Monte Transit Store from Customer Service and Operations.

INFORMATION TECHNOLOGY

The Information Technology (IT) Department is responsible for management, coordination, and implementation of information technology that will ensure more timely and cost effective delivery of services to the public. The department provides



computer solutions to Foothill's administrative staff, the Transit Stores, and the Operations and Maintenance contractors to achieve Foothill Transit's goals and objectives.



FY 2013 ACCOMPLISHMENTS

Upgraded all computer workstation to Windows 7

Upgraded all computers from Office 2007 to Office 2010

Upgraded WAN connections to our Transit Stores and Operations yards that improved our SMART*Bus* response to the data centers and to the Transit Stores Upgraded internet connection speed from 10 to 20 Mbps

Installed Video Conference capability in two conference rooms

Installed new call recording software to better monitor customer service calls

New additional SAN storage capacity add-on for growing Virtual infrastructure

New Barracuda Archiver for email archiving and retention policy

Upgraded firewall software and hardware for better compatibility to newer operating systems

Upgraded Hastus scheduling software for better planning features

FY2014 INITIATIVES

Complete the first virtualized SMART*Bus* system in the U.S.A. Implement NextBus project to deliver real-time bus arrival information to customers via text message, website, and bus stop signage Implement document retention archival retrieval system Implement a new Unified Computing System to replace our older virtualized hardware that is coming to end of life

Replace our phone system to take better advantage of our new network infrastructure, improved redundancy capabilities and reduced phone line costs Upgrade our SharePoint functions and features to improve staff productivity

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$742,600	\$765,500	\$764,900	\$797,100
5430	Dues and Subscriptions	299	600	300	600
5441	General Mail	2,386	1,200	380	1,500
5500	Postage - Pitney Bowes	-	300	-	500
5550	Travel and Meeting	4,971	17,000	13,500	17,000
5650	Data Communication Service	2,071	2,300	2,130	2,300
5660	Internet Service	13,963	14,400	16,400	20,000
5700	Office Building	64,000	70,600	65,150	71,000
5720	Other Misc. Contractual Service	409,767	585,200	520,000	843,500
5810	Computer Supplies	2,864	6,000	2,300	6,000
5950	Repair and Maint. Other Equip.	820	9,000	5,200	12,000
6130	Telephone	149,736	133,800	206,480	277,600
TOTAL		\$1,393,477	\$1,605,900	\$1,596,740	\$2,049,100

BUDGET NOTES:

5720 - The increase is due to contractual software services that are coming due, specifically Xerox, NetApps, and VMWare being the majority of the increase.

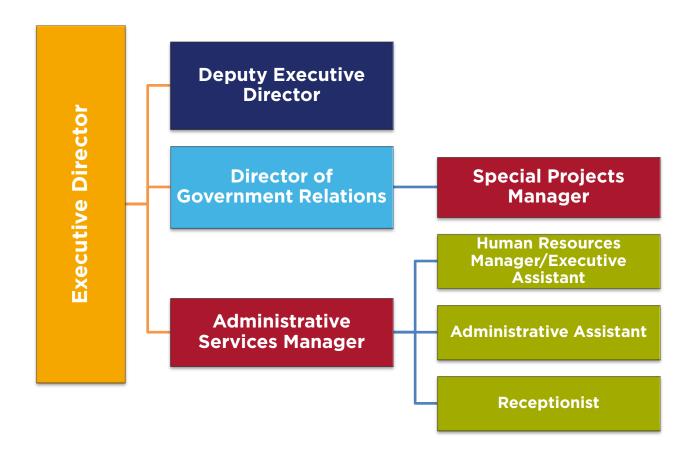
6130 - Telephone increase is due to the doubling of the internet bandwidth to better support remote properties and internal internet functions.

ADMINISTRATION

The Administration Department is responsible for providing management direction to all departments within the organization, while executing the strategies and policies of the Executive Board. In addition, the Administration Department coordinates all legislative and intergovernmental affairs for Foothill Transit. The



Administration Department also provides office support including receptionist, switchboard, monitoring of office supplies, and coordination of central files.



FY 2013 ACCOMPLISHMENTS

Supported the Executive Board and Governing Board
Maintained effective Executive Board and Governing Board communications
Maintained broad industry involvement with American Public Transportation
Association, California Transit Association and Access Services
Implemented a document/records retention policy
Advocated for federal funding for Foothill Transit capital projects
Advocated for passage of a new surface transportation funding authorization bill
Maintained industry involvement in Conference of Minority Transportation Officials
and Women's Transportation Seminar

FY 2014 INITIATIVES

Support the Executive Board and Governing Board
Maintain effective Executive Board and Governing Board communications
Maintain industry involvement with American Public Transportation Association,
California Transit Association and Access Services

Advocate for Foothill Transit's interests in the upcoming Federal Funding Authorization legislation

Maintain industry involvement in Conference of Minority Transportation Officials and Women's Transportation Seminar

Ensure progress toward completion of San Gabriel Valley Park & Ride projects Manage Foothill Transit's Disadvantaged Business Enterprise and Small Business Development components

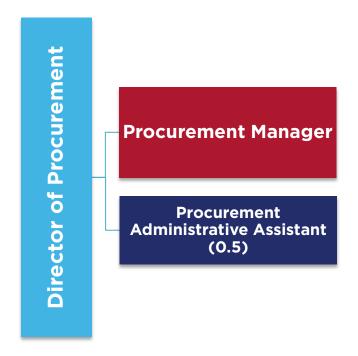
Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$758,196	\$777,900	\$677,900	\$806,500
5230	Consulting	25,352	20,000	30,420	45,000
5250	Legal Fees	217,796	310,000	272,880	310,000
5265	Public Affairs	158,732	173,000	126,800	183,000
5400	Agenda Mailings	-	3,200	-	3,200
5410	Board Procurement	-	50,000	-	50,000
5412	Board Fees	23,200	25,000	17,250	35,800
5421	Copier	16,617	21,800	32,230	21,800
5430	Dues and Subscription	48,444	75,300	66,030	74,900
5441	General Mail	2,037	5,000	1,310	5,000
5500 5520	Postage - Pitney Bowes RFP-Issuance Cost	4,141 411	5,000	4,440	5,300
5550 5550	Travel and Meeting	107,225	114,500	96,220	120,000
5600	Auto Insurance	23,021	26,400	22,800	26,400
5610	Commercial Property	19,100	17,500	20,570	17,500
5620	Directors and Officers Liability	9,804	12,000	9,800	12,000
5630	Liability/Excess Liability Ins	43,337	58,200	51,000	58,200
5700	Office Building	130,279	144,400	132,940	144,900
5720	Other Misc. Contractual Services	5,821	4,000	3,420	4,000
5730	Other Misc. Expenses	478	2,000	1,030	2,000
5740	Other Services	404	1,000	-	1,000
5850	Office Supplies	52,673	50,000	30,650	50,000
6020	Drinking Water	579	800	460	800
6130	Telephone	14,589	12,400	8,270	10,700
6210	Bus Pass Sales Commission	(818)	-	-	-
6280	Printing Charges	4,541	20,000	1,610	20,000
TOTAL		\$1,665,958	\$1,929,400	\$1,608,030	\$2,008,000

PROCUREMENT

The Procurement Department is responsible for ensuring timely acquisition of goods and services to support Foothill Transit's mission. The Procurement Department also



provides support for the Disadvantaged Business Enterprise program and Small Business Development programs.



FY 2013 ACCOMPLISHMENTS

Completed request for proposals to acquire up to 150 CNG buses over a five-year period

Procured security services for the El Monte Transit Store

Procured construction contract for the Industry Park & Ride project Incorporated Small Business Development language into Foothill Transit's procurement procedures to encourage participation from local small businesses Successfully implemented the SalesForce system to capture vendor contact information for inclusion in future contracting opportunities

FY 2014 INITIATIVES

Ensure successful and timely procurement of goods and services to support Foothill Transit's mission

Ensure Foothill Transit's cost/price analysis methodology remains consistent with Federal Transit Administration guidelines

Ensure Foothill Transit's Procurement Manual remains consistent with federal and state procurement guidelines

Manage the procurement of nine additional electric coaches and 30 additional CNG coaches

Account Account Name FY 2012 FY 2013 FY 2014 Actual Budget Estimate Budget
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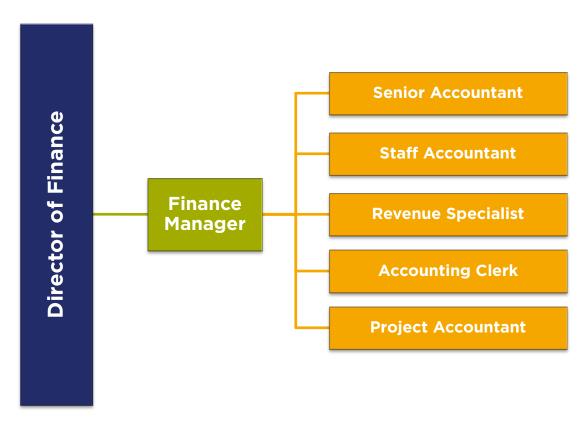
5100	Management	\$329,120	\$338,900	\$338,900	\$353,200
5230	Consulting	-	10,000	-	10,000
5250	Legal Fees	382,147	390,000	240,500	390,000
5430	Dues and Subscription	-	2,200	-	2,400
5441	General Mail	162	5,000	-	5,000
5500	Postage - Pitney Bowes	-	5,000	-	5,000
5520	RFP-Issuance Cost	58,100	50,000	19,980	50,000
5550	Travel and Meeting	17,626	24,500	27,500	40,000
5700	Office Building	22,093	27,300	23,900	27,500
5720	Other Misc Contractual Services	-	1,000	920	1,000
5730	Other Misc Expense	-	3,500	100	3,500
6130	Telephone	1,819	4,400	1,640	3,900
6280	Printing Charges	-	5,000	-	5,000
TOTAL		\$811,067	\$866,800	\$653,440	\$896,500

FINANCE

The Finance Department provides support services including accounting, financial planning, grant administration, budget development, account receivable billing_and_



collections, and financial reporting for the organization. The department coordinates inventory of fixed assets and is responsible for adhering to local, state and federal requirements in the administration of grant funds. It also administers the required annual financial and compliance audits, oversees the investment portfolio, and monitors cash flow.



FY 2013 ACCOMPLISHMENTS

Updated Five-year financial plan

Completed all financial audits without any material findings

Prepared annual operating and capital budgets

Maintained fareboxes and reprogramed new fare schedules as needed to ensure accurate fare collection

Applied for and received the National Government Finance Officers Association award for excellence in financial reporting

FY 2014 INITIATIVES

Update 15-year financial plan

Complete financial audits without any material findings

Prepare annual operating and capital budgets

Maintain fareboxes and reprogram new fare schedules as needed to ensure accurate fare collections

Apply for National Government Finance Officers Association award for excellence in

financial reporting Complete Farebox laboratory (testing of fare collection system)

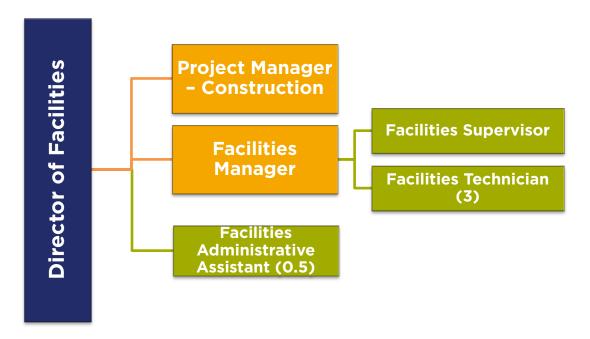
Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$1,082,700	\$1,115,200	\$1,084,220	\$1,065,300
5210	Audit Fees	42,160	59,000	57,280	59,000
5230	Consulting	-	6,900	440	6,900
5430	Dues and Subscription	1,205	1,600	1,350	1,800
5441	General Mail	1,360	2,000	1,260	2,100
5500	Postage - Pitney Bowes	-	200	-	-
5550	Travel and Meeting	13,174	20,000	9,500	20,000
5700	Office Building	78,465	86,600	79,900	87,000
5720	Other Misc Contractual Services	889	1,000	820	1,100
5730	Other Misc Expense	914	2,100	2,460	9,900
5740	Other Services	66	600	-	-
6130	Telephone	3,381	8,000	2,640	4,200
TOTAL		\$1,224,314	\$1,303,200	\$1,239,870	\$1,257,300

FACILITIES

The Facilities Department is responsible for all of Foothill Transit's physical assets, including grounds, administrative offices, and operations and maintenance facilities. The department implements a comprehensive and strategic approach to developing, enhancing, and sustaining Foothill Transit's physical assets. In addition, the



department plays a supporting role in the agency's bus operations through the installation and upkeep of Foothill Transit's bus stop signage program.



FY 2013 ACCOMPLISHMENTS

Started construction of Industry Park & Ride

Implemented a new Computerized Maintenance Management System (Facility Maintenance Plan) for all Foothill Transit properties

Completed installation of Solar Panels at Pomona and Arcadia Operations and Maintenance Facilities

Achieved ISO14001 Certification of Arcadia Operations and Maintenance Facility's Environmental and Sustainability Management System (ESMS) Program

Completed Civil portion of the Security Enhancement Project at Arcadia Operations and Maintenance Facility

Completed the Travertine Replacement and Remodeling of the lobby at Foothill Transit's Administrative Office building

Procured office and customer service representative furniture for the new El Monte Transit *Store*

Initiated Alternative Sites Analysis of the Azusa Intermodal Park & Ride Project Repaired bus driveway at Pomona Operations and Maintenance Facility Replaced HVAC at Pomona Operations and Maintenance Facility Completed Administrative Building Retro Commission Project

FY 2014 INTIATIVES

Complete Construction of Industry Park & Ride Implement ESMS at Pomona Operations and Maintenance Facility Complete CEQA and NEPA requirements for Azusa Park & Ride Project Initiate CEQA and NEPA requirements for West Covina Transit Center and Park & Ride Project

Expand and remodel Puente Hills Transit Store

Install new drought tolerant landscape at Arcadia Operations and Maintenance Facility

Reseal employee asphalt parking lot at Arcadia Operations and Maintenance Facility Install additional Solar Panels at Arcadia Operations and Maintenance Facility Develop a long-term mechanical equipment replacement plan for Arcadia and Pomona Operations and Maintenance Facilities

Account Number	Account Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
5100	Management	\$753,600	\$776,200	\$776,200	\$808,900
5260	Professional and Technical	-	-	-	22,000
5420	Contract Maintenance	67,763	36,200	32,500	49,400
5430	Dues & Subscriptions	6,216	5,400	7,650	5,200
5441	General/Express Mail	220	500	40	500
5471	Janitorial	35,358	32,400	44,800	46,800
5520	RFP Issuance	1,879	-	-	-
5550	Travel & Meetings	16,312	10,400	9,490	9,900
5560	Uniforms	2,063	4,000	8,000	6,000
5610	Commercial Property	-	9,300	-	12,000
5700	Office Building	74,728	32,600	28,580	3,100
5720	Other Misc. Contractual Services	51,526	132,900	71,560	114,800
5730	Other Misc. Expenses	293	2,000	8,260	1,000
5860	Other Material & Supplies	11,596	15,400	12,860	19,400
5890	Safety & Supplies	-	2,000	120	2,000
5910	Tools	6,086	5,000	6,640	5,000
5950	Repair and Maint. Other Equip.	7,567	12,000	33,500	13,000
5990	Safety Programs	125	1,200	500	1,200
5991	Security	10,919	7,500	10,960	18,400
6020	Drinking Water	918	1,200	1,050	1,200
6100	Electricity	151,893	198,000	174,070	198,000
6110	Gas	8,734	14,400	6,030	38,400
6130	Telephone	8,208	11,100	6,840	13,600
6150	Waste - Facility	8,770	9,600	1,490	9,600
6160	Water	6,512	7,200	12,300	13,000
6499	Contra Account-Admin Bldg.	(605,981)	(590,100)	(579,820)	(611,500)
TOTAL		\$625,306	\$736,400	\$673,620	\$800,900

BUDGET NOTES:



5260- Budget increased for quarterly facility audits. These audits were not performed in the previous years. Staff will begin in 2014 using a third party auditor to perform the audits at both the Arcadia and Pomona yards.

5420- Budget increase due mainly to maintenance cost related to the Industry Park & Ride facility. Security camera maintenance is also added to the budget.

5720- Budget increased for the additional Facility Maintenance Plan (FMP) software license, auditing and user support.

6100- Budget increased to include the electricity usage for the Industry Park & Ride facility.

FOOTHILL TRANSIT FY 2014 BUSINESS PLAN AND BUDGET FINANCIAL OUTLOOK



FINANCIAL OUTLOOK

Foothill Transit updates its Financial Outlook annually to assist with the organization's financial planning. In previous years a Five Year Outlook has been prepared because of the difficulties encountered in trying to prepare meaningful projections beyond five years. The economy and the State's inability to prepare a balanced budget were contributing factors. This year a Fifteen Year Financial Forecast will again be prepared to assist with Foothill Transit's financial planning.

The Formula Allocation Procedure (FAP) is used to allocate countywide bus transit funds among the bus operators in Los Angeles County, as described in state law—§ 99285 (d) of the Public Utilities Code. The funds include State Transportation Assistance (STA), Transportation Development Act (TDA), Federal § 5307, Proposition A and Measure R. The law states that calculation for the distribution of funds shall be based upon transit performance data for bus operations that covers the most recent year for which audited data is available. Each operator's share is calculated as follows: 50 percent based on the operator's vehicle service miles and 50 percent based on the operator's "fare units", where "fare units" for each operator are calculated by dividing its passenger revenues by its base cash fare.

The FAP controls the allocation of transit funds two fiscal years later, e.g., statistics of FY12 determine the percentage of the allocations in FY14. Those percentages are applied to the revenue estimates for FY14. Other funds allocated by the Board's "fair share" policy also refer to these statistics.

In November 2008, the Metro Board approved changes to the FAP that allow regional transit operators to increase fares without the risk of a reduction in their FAP allocation. The Metro Board also approved the Municipal Operators Service Improvement Plan (MOSIP) funding indefinitely, securing annual funding of approximately \$4 million to Foothill Transit. These changes also contributed to Foothill Transit's ability to prepare longer term forecasts. These funding sources had previously been subject to annual board approval.

Foothill Transit and a number of other municipal operators in Los Angeles County receive State Transit Assistance (STA) funding, Proposition A, Measure R and other sales tax related revenues allocated by the Los Angeles County Metropolitan Transportation Authority (Metro) using the FAP. These revenues follow consumer demand (purchases) and have been increasing by 1.5 to 2.0 percent annually over the past three years. While the total FAP allocation can change because of changes in the amount of Sales Taxes generated, the percentage allocated to each operator is also dependent on the ratios of revenue miles operated by each operator and the ratio of their respective fare units.

Foothill Transit's June 2010 fare increase and the FAP change referenced above allowed Foothill Transit to freeze the fare units variable and eliminated revenue fluctuations based on fare units. While the increasing trend of annual Sales Tax is relatively short, it does lend itself to projections with a degree of certainty. With the ability to estimate revenues and expenditures with executed operations contracts covering the next ten years (with options), a fifteen year forecast can be prepared.

Major Assumptions:

The Fifteen Year Forecast includes a number of assumptions listed below:

- o All sales tax dependent revenues (STA, TDA, Proposition A and Measure R) have been increased by 2.5 percent annually beginning in FY 2014.
- o Fare revenues have been increased by 7.0 percent in FY 2018, FY 2023 and FY 2028 (Projected 10 percent fare increases).
- o Administrative Costs have been increased by two percent annually except fuel and the Pomona and Arcadia operating contracts.
- Operating costs (Pomona and Arcadia operations contracts) which are constrained by the Consumer Price Index (CPI) have been budgeted with annual increases of 2.5 to 4.0 percent and at 7.5 percent annual increases when the contracts are scheduled for renewal.
- o Service enhancements and corresponding fuel have been included (\$2.9 million in FY 14) which will remain constant throughout the 15-Year Forecast.
- o Fare increases have been included during Fiscal Year 2018, Fiscal Year 2023 and Fiscal Year 2028.
- o No Interest income has been included. This funding of approximately \$2-\$3 million annually when received, has not been included. This revenue source has historically been allocated intermittently by Metro and because of its unreliable nature and current low interest rates, this revenue was not included.
- o Foothill Transit will continue to purchase and operate CNG and electric buses.
- o The state of the economy is projected to improve slightly, however it is still in a very fragile state and the current improvement trend could be derailed.
- Fuel costs have been increased randomly by two to five percent annually.

At FY 14 projected service levels the resulting operating budgets for FY14 through FY 28 will be balanced through FY 22. Budgets thereafter will require additional revenues (possible fare increase) or a reduction in service. The state of the economy changes daily with different agencies – local, county, state and federal – indicating



further financial uncertainty. Should any surplus be generated in the operating program, these funds could be used for operating services in future years.

Foothill Transit's capital programs are funded primarily with Federal Section 5307 formula funds which have averaged \$12.5 million annually; and Municipal Operator Service Improvement Program (MOSIP) from Metro. The Metro Board has approved MOSIP funding indefinitely, and this funding source is used to meet the required 20 percent local match for federally funded capital projects. Foothill Transit's bus replacement plan calls for annual 30-bus purchases every year. The 15-Year Outlook indicated sufficient funding for these buses. It should be noted that bus replacements are budgeted as soon as buses are eligible for replacement and actual replacement can be delayed.

While the 15-Year Forecast is a valuable tool for planning the future of the organization, it is limited due to the uncertainties of the various funding sources. Revenue from State funding sources remains in question, and again it is impossible to assume with any level of certainty the level of potential funding or timing of this funding. This update has been developed with the most accurate information available and it will change as regional and statewide programs evolve.

15 YEAR OUTLOOK

Revenue:	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
	Proposed Plus 2.5% Increase (Excluding Fare Revenues)														
Fare Revenue	\$18,800,000	\$18,800,000	\$18,800,000	\$18,800,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$20,009,000	\$22,908,304
TDA	18,560,100	19,026,603	19,504,768	19,994,887	20,597,259	21,112,190	21,639,995	22,180,995	22,735,520	23,303,908	23,886,506	24,483,668	25,095,760	25,723,154	26,366,233
Prop A Discretionary	13,484,000	13,821,100	14,166,628	14,520,793	14,883,813	15,255,908	15,637,306	16,028,239	16,428,945	16,839,668	17,260,660	17,692,176	18,134,481	18,587,843	19,052,539
Prop A BSCP	4,298,700	4,406,168	4,516,322	4,629,230	4,744,960	4,863,584	4,985,174	5,109,803	5,237,549	5,368,487	5,502,699	5,640,267	5,781,274	5,925,805	6,073,951
Transit Security	790,600	810,365	830,624	851,390	872,674	894,491	916,854	939,775	963,269	987,351	1,012,035	1,037,336	1,063,269	1,089,851	1,117,097
Prop C Restructuring	1,848,000	1,894,200	1,941,555	1,990,094	2,039,846	2,090,842	2,143,113	2,196,691	2,251,609	2,307,899	2,365,596	2,424,736	2,485,355	2,547,488	2,611,176
Prop C Line 690	308,000	315,700	323,593	331,682	339,974	348,474	357,186	366,115	375,268	384,650	394,266	404,123	414,226	424,581	435,196
Prop C BSIP	860,000	881,500	903,538	926,126	949,279	973,011	997,336	1,022,270	1,047,826	1,074,022	1,100,873	1,128,395	1,156,604	1,185,519	1,215,157
STA	3,913,300	4,011,133	4,111,411	4,214,196	4,319,551	4,427,540	4,538,228	4,651,684	4,767,976	4,887,175	5,009,355	5,134,589	5,262,953	5,394,527	5,529,390
Measure R	9,352,100	9,585,903	9,825,550	10,071,189	10,322,969	10,581,043	10,845,569	11,116,708	11,394,626	11,679,491	11,971,479	12,270,766	12,577,535	12,891,973	13,214,272
CMAQ	1,000,000														
Auxiliary Rev (5% Operating Expense)	1,500,000	1,500,000	1,500,001	1,500,002	1,500,003	1,500,004	1,500,005	1,500,006	1,500,007	1,500,008	1,500,009	1,500,010	1,500,011	1,500,012	1,500,013
Total Revenues	74,714,800	75,052,670	76,423,988	77,829,588	80,579,329	82,056,088	83,569,766	85,121,286	86,711,594	88,341,660	90,012,477	91,725,065	93,480,467	95,279,755	100,023,328
Expenditures:	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
	Proposed							Overall	2.5% Increase						
Customer Service & Operations:															
Arcadia	25,681,900	26,280,070	26,832,792	27,458,269	28,128,594	28,878,415	29,741,082	30,631,601	31,755,018	33,666,760	34,680,795	35,845,677	37,051,732	38,301,158	39,595,181
Pomona	23,397,900	23,942,872	24,446,438	25,016,289	25,626,999	26,310,135	27,096,082	27,907,403	28,930,910	30,672,633	31,596,485	32,657,769	33,756,565	34,894,874	36,073,814
Fuel	8,438,800	8,635,352	8,816,971	9,022,496	9,242,758	9,489,141	9,772,604	10,065,219	10,434,362	11,062,540	11,395,741	11,778,509	12,174,806	12,585,354	13,010,557
Admin	1,269,000	1,298,557	1,325,868	1,356,774	1,389,897	1,426,947	1,469,573	1,513,576	1,569,086	1,663,550	1,713,655	1,771,215	1,830,809	1,892,546	1,956,486
Subtotal Customer Service & Operations	58,787,600	60,156,852	61,422,069	62,853,829	64,388,246	66,104,638	68,079,341	70,117,798	72,689,377	77,065,484	79,386,677	82,053,169	84,813,912	87,673,933	90,636,039
Maintenance & Vehicle Technology	881,200	901,724	920,690	942,151	965,151	990,879	1,020,479	1,051,035	1,089,581	1,155,177	1,189,971	1,229,941	1,271,323	1,314,193	1,358,594
Marketing & Communications	2,000,300	2,046,890	2,089,940	2,138,657	2,190,867	2,249,269	2,316,460	2,385,820	2,473,320	2,622,221	2,701,202	2,791,932	2,885,868	2,983,183	3,083,971
Planning	2,006,100	2,052,825	2,096,000	2,144,858	2,197,220	2,255,791	2,323,176	2,392,738	2,480,492	2,629,824	2,709,034	2,800,027	2,894,236	2,991,833	3,092,913
Transit Stores	1,922,200	1,966,971	2,008,340	2,055,155	2,105,326	2,161,448	2,226,016	2,292,668	2,376,752	2,519,839	2,595,736	2,682,923	2,773,192	2,866,707	2,963,560
Safety & Security	1,030,600	1,054,604	1,076,785	1,101,885	1,128,784	1,158,874	1,193,493	1,229,229	1,274,311	1,351,028	1,391,721	1,438,467	1,486,865	1,537,004	1,588,932
Information Technology	2,049,100	2,096,827	2,140,927	2,190,832	2,244,316	2,304,143	2,372,973	2,444,025	2,533,660	2,686,194	2,767,101	2,860,044	2,956,273	3,055,962	3,159,209
Administration	2,008,000	2,054,769	2,097,985	2,146,890	2,199,301	2,257,927	2,325,377	2,395,004	2,482,841	2,632,315	2,711,600	2,802,679	2,896,977	2,994,667	3,095,843
Procurement	896,500	917,381	936,675	958,509	981,909	1,008,083	1,038,197	1,069,283	1,108,500	1,175,234	1,210,632	1,251,296	1,293,396	1,337,011	1,382,183
Finance	1,257,300	1,286,584	1,313,644	1,344,265	1,377,082	1,413,791	1,456,024	1,499,621	1,554,620	1,648,212	1,697,856	1,754,885	1,813,929	1,875,097	1,938,448
Property Management	800,900	819,554	836,791	856,297	877,201	900,585	927,487	955,258	990,293	1,049,911	1,081,534	1,117,861	1,155,473	1,194,436	1,234,791
Special Services	325,000	332,570	339,564	347,480	355,962	365,451	376,368	387,638	401,854	426,047	438,879	453,621	468,883	484,695	501,070
Dial-A-Ride	750,000	767,469	783,610	801,876	821,452	843,349	868,542	894,548	927,356	983,185	1,012,799	1,046,817	1,082,038	1,118,526	1,156,316
Total Expenditures	74,714,800	76,455,020	78,063,020	79,882,684	81,832,818	84,014,228	86,523,933	89,114,665	92,382,956	97,944,672	100,894,741	104,283,661	107,792,365	111,427,246	115,191,869
Beginning Surplus (Deficit)	26,702,375	26,702,375	25,300,025	23,660,993	21,607,897	20,354,409	18,396,269	15,442,102	11,448,724	5,777,363	(3,825,649)	(14,707,913)	(27,266,509)	(41,578,407)	(57,725,898)
Ending Surplus (Deficit)	\$26,702,375	\$25,300,025	\$23,660,993	\$21,607,897	\$20,354,409	\$18,396,269	\$15,442,102	\$11,448,724	\$5,777,363	(\$3,825,649)	(\$14,707,913)	(\$27,266,509)	(\$41,578,407)	(\$57,725,898)	(\$72,894,438)